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5 September 1951

MEMORANDUM FOR: Director of Training

SUBJECT : OSO Comments on "A Program for the Establishment of a Career Corps in the Central Intelligence Agency".

The Office of Special Operations is appreciative of the opportunity to comment on the program that has been drafted for establishing a career corps in the agency. This draft constitutes a most valuable starting point for the development of the program. The following comments by this office should not be construed as other than constructive suggestions for the betterment of the program, and it should be recognized that OSO has reviewed the program in the light of its own mission, objectives and operational responsibilities.

General Comments:

1. There appears to be an over-emphasis on mechanical personnel selection and psychological testing and assessment. While it is agreed that these methods are valuable and useful in any training program, they should not be substituted for the personal evaluation by the individual's instructors and superiors. ~~X~~

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2. The role of the Assistant Director appears to have been minimized under the program while the offices of Personnel and Training assume a greater role in the recruitment and development of career employees. It is believed that this lessening of the authority of the Assistant Directors is not sound inasmuch as they have the responsibility for the production of their offices and consequently for the development of an effective staff. To lessen their authority by giving the offices of Personnel and Training authority over their personnel is not believed to be a sound practice.

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Recruitment and Training of Professional Trainees:

1. It would appear that undue emphasis is placed on the selection of university students. The experience of this office indicates that recruits with business and professional experience are equally valuable as career employees as those recruited from colleges and universities. Further, the selection process should place equal emphasis on such qualifications as leadership, citizenship, etc., as on academic abilities. In addition, the selection process should take into consideration recruitment for covert assignments which is difficult if the selectees are to be immediately identified with CIA.)

(9)

2. The training program proposes to teach the fundamentals of intelligence, the Russian language, and an elementary knowledge of the Soviet area in twelve weeks. It is believed that this is too short a time for such coverage, and it is questioned as to whether every career employee in CIA should be required to learn the Russian language.

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